Defense Logistics Agency
America's Combat Support Agency

Defense Contract Management Command

Program Integration for Readiness

COMMAND SUPPORT AGENCY REVIEW TEAM (CSART)

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- **Readiness (J PUB 1-02): "the ability of forces, units, weapon systems or equipment to deliver the outputs for which they were designed"**

- **CSART Review Team Commends DLA for:**
  - *DLSC Lead Centers and Weapon System Support Managers*
  - *PI effort between DSCC & DCMC on HMMWV*

- **CSART Review Team Recommends: " Continuous emphasis on changing to weapon system management concepts to ensure adequate supplies of critical items are available to support Services."**

- **How can DCMC and Service/DLSC Better Team to Support Readiness?**

PROGRAM INTEGRATION A TOOL FOR READINESS

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- **Focus Resources on Biggest Readiness Payoff**

- **Not a "Universal" Solution**

- **Not Appropriate for Universal Fielding**

- **Works Extremely Well for Select Applications**

- **Logical/Complementary Extension of PI Concept and DCMC's MRM #10 Efforts**

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DCMC READINESS SUPPORT

TRADITIONAL PROGRAM INTEGRATION

- **Single CAS focal point for PM/PEO**
- **Transcends geography**
- **Support major systems acquisitions**

TRADITIONAL SPARE PARTS SUPPORT

- **Thousands of parts per system**
- **Multiple buying offices**
  - **Military ICPs/IMMCs**
  - **DLA ICPs**
- **Population too large & varied to provide traditional Program Integration**

PROGRAM INTEGRATION
FOR CRITICAL FEW READINESS DRIVERS

- All systems have "critical few" effecting Readiness
- Opportunity for modified Program Integration to improve R
- No one solution - Flexibility to tailor to program needs

PI READINESS COMMUNICATION LINKS

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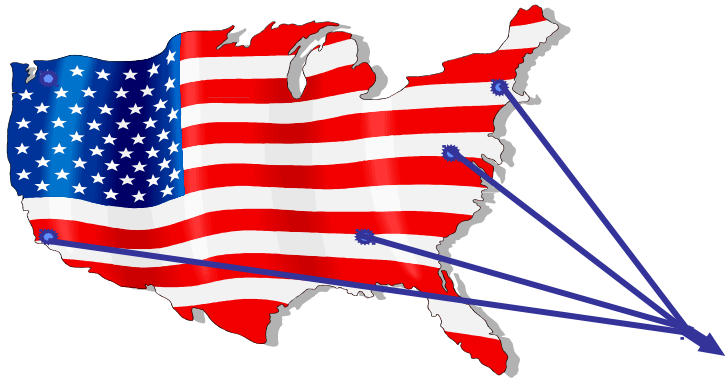
CONCEPT

- IMMC/ICP & DCMC sign MOA.

- IMMC/ICP identifies "critical few" readiness drivers to DCMC Program Integrator (PI).

- PI coordinates coordinates action from ALL DCMC offices through SPI network.

- PI/SPIs work parts on readiness list to improve delivery posture.

- PI sends consolidated report to IMMC/ICP.

- Data exchanged electronically via a spreadsheet.

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PI CONTRIBUTIONS
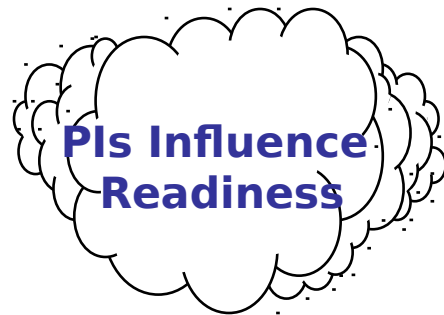
Focus on Customer's "Critical Few"

- **Prioritize readiness shipments**
- **Best available dates/partial shipments**
- **Accurate lead time history**
- **Sources & alternate suppliers**
- **Contractor past performance data**
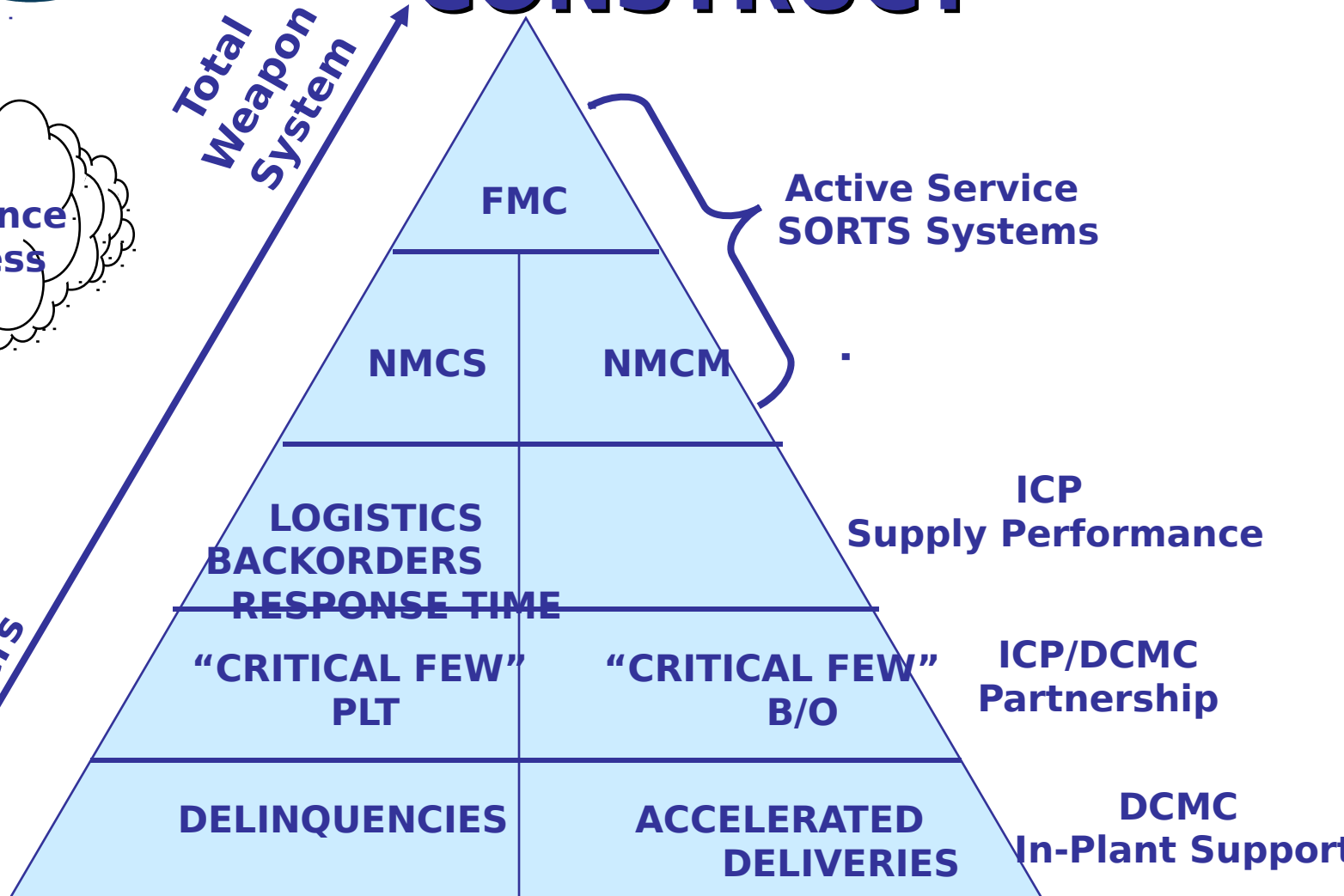- **In-plant expediting support**

Comprehensive Status Report

READINESS METRICS CONSTRUCT

Total Weapon System

PIs Influence Readiness

"Critical Few" Readiness Drivers

FMC

Active Service SORTS Systems

NMCS | NMCM

LOGISTICS BACKORDERS RESPONSE TIME

ICP Supply Performance

"CRITICAL FEW" PLT | "CRITICAL FEW" B/O

ICP/DCMC Partnership

DELINQUENCIES | ACCELERATED DELIVERIES

DCMC In-Plant Support

Readiness Reviews track FMC, NMCS, Stock Availability, B/Qs

PI READINESS PILOTS

HMMWV

DCMC Indianapolis & DSCC

FMTV
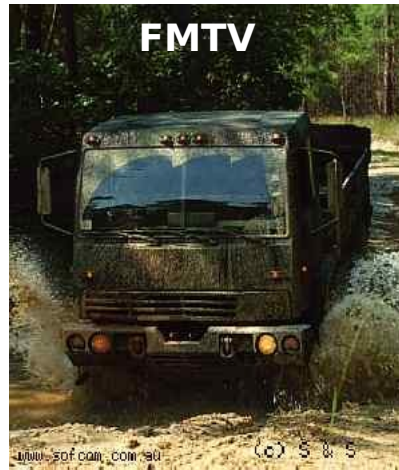
DCMC S&S & DSCC & DSCR

F404-GE-400

DCMC GE Lynn & DSCR

T-700
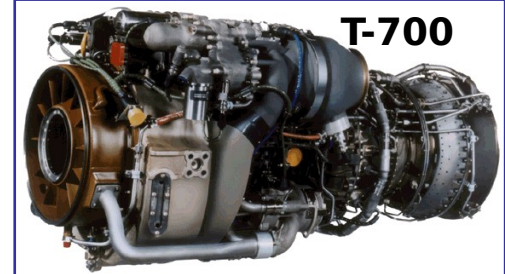
DCMC GE Lynn & AMCOM

OH-58D KIOWA

DCMC Bell & AMCOM

HEMTT

DCMC Milwaukee & DSCC & TACOM

UH-60   Blackhawk

DCMC Sikorsky & AMCOM

PILOT PROJECTS

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HMMWV (on going)
• DSCC / DCMC Indianapolis - South Bend (both working with TACOM)
• 17 Supporting CAOs
• Approximately 20 contractors per month
• Approximately 100 NSNs per month
•"Critical Few" determined by *initial* business rules
• 1.5 FTEs

Kiowa (on going)
• AMCOM/ DCMC Bell (both working with DSCR)
• 4 Supporting CAOs
• Approximately 20 items per week
• "Critical Few" determined by AMCOM

FMTV
• DSCC/DSCR/DSCP/DCMC - Stewart & Stevenson, Sealy
• Critical Few based on NMCS B/Os

HEMTT
• DSCC/DCMC-Milwaukee / TACOM
• "Critical Few" determined by *improved* business rules

F-404 Engine
• DSCR/ DCMC - GE Lynn
• "Critical Few" = NAVAIR & DSCR parts

Black Hawk
• AMCOM IMMC/ DCMC - Sikorsky
• "Critical Few" being worked

T-700 Engine
• AMCOM IMMC/ DCMC - GE Lynn
• "Critical Few" being worked

HMMWV SCORECARD

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Customer Perspective

Measures	Results
• Supply Availability	79.05% to 95.21%

"We in Land ... feel this program, coupled with other initiatives, has been extremely beneficial and has contributed substantially to the over-all increased Supply Availability and the sustained Readiness of the HMMWV."

Internal Business Perspective

Measures	Results
• PLAS	1.5 FTEs
• # Status Updates Spares	> 300 Critical
	per month

* Pilot started August

Readiness Perspective

Measures	Results
• FMC (8/97-3/99)	95% to 93%
• Delinquent CLINs	105 to 25
• CLINs delivered by CDD (1/98-1/99)	12 to 49
• CLINs accelerated	13 to 51
• CLINs requiring delivery ext	18 to 8

Innovation & Learning Perspective

First Pilot

• DSCC developed business rules for "critical few" based on most critical readiness drivers and most active business drivers.

• Program Integrator developed network protocols:

- • communication spreadsheet
- • successful SPI chain of command
- • practical implementation advice to

KIOWA SCORECARD

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Customer Perspective

Measures	Results
• Dollar Weighted PLT	
• Supply Availability	

• BG Armbruster to DCMC BHTI: "Thank you for what you're doing on the Kiowa Warrior."

Internal Business Perspective

Measures	Results
• PLAS	278 Hrs./$6,655
• # Status Updates Spares	> 100 Critical

Readiness Perspective

Measures	Results
• FMC (9/98-3/99)	87% to 88%
• NMCS BO Reduction	95 to 87 (8%)
• PLT (average)	295 to 267 (9%)
• Delivery Schedule contracts	24 significant
• Expedites Processed Spares	> 50 critical

Innovation & Learning Perspective

Second Pilot

• Network established with AMCOM IMMC streamlines spare parts' problem solving:

   • Investigated Transmission Overhaul process &   provided insight to ICP to improve PLT

   • Twice facilitated rapid return/re-packaging/ reshipment of improperly packaged/containerized spares

Pilot started September 1998
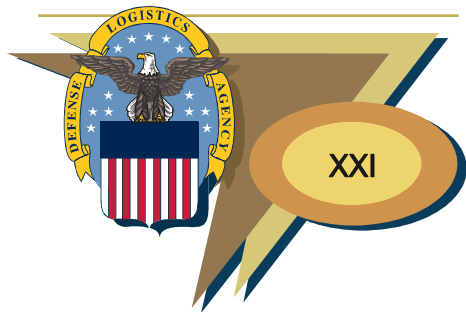
PI READINESS
WHAT WE HAVE LEARNED

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- **We Can Focus on Readiness**
  - **Single DCMC/ DLSC/ Service POC**
  - **Identify "Critical Few" - READINESS _NOT_ SALES**
  - **Can't Solve All Parts' Problems**
  - **PCOs not always aware of readiness issues**
  - **PCOs & IMs must work together**
  - **Clear contract delegation**

- **Ideal - Readiness Team**

  - **Military Service - Current Readiness Drivers**

  - **DLSC - Potential Readiness Drivers**

  - **DCMC - Linchpin**